



BEYOND DOLLARS


Philanthropy and BIG CHANGE in the Greater Washington Region
2013 Progress Report

washington regional
association of grantmakers
dc md va



TABLE OF CONTENTS

1	Letter from the President
2	Introduction: The Elements of BIG Change
4	D.C. achieves a dramatic decrease in teen pregnancy
6	Corporate grantmaker lends expertise to disaster planning for nonprofits
8	Funders unite to help build a better health care safety net
10	Small grantmaker lays the groundwork for lasting change
12	Visionary partnership protects <i>Where America Happened</i>
14	Philanthropy facilitates big change in the fight against hunger
16	Conclusion: A Call to Action
17	Who We Are



Note: This Beyond Dollars update incorporates the stories from the 2009 publication as they were first published. They are noted as “The Original Story.” Each story is followed chronologically by a 2013 progress report.

Letter from the President

May 2013

Philanthropy matters. As Members of Congress examine the charitable tax deduction, we all need to consider the role that philanthropy plays in shaping our country. Philanthropy continues to be the catalyst for long lasting, major change.

As our nation's policymakers grapple with new ways to generate revenue, many frequently return to a misconception: that the charitable deduction is simply a tax break for the wealthy. We know, of course, that the deduction is a critical tool for philanthropy and not a mechanism of fiscal selfishness. Unfortunately, at this writing, Congress is again considering new limits to the deduction that could temper the flow of grant dollars when spending cuts and a rocky economy have led to increased need.

Misunderstandings about the charitable deduction find their root in an historical reality. Until fairly recently, the philanthropic sector was an effectively invisible one. It took the sizable giving of people like Bill and Melinda Gates, Warren Buffett, Oprah Winfrey, and Michael Bloomberg to provide philanthropy with at least a modicum of visibility in the public eye.

But thanks to the influence of these leaders, the public has begun to notice others. Their names are boldly painted on walls of reception rooms, listed in annual reports, and carved into bricks used to build museums, college dormitories, and hospitals. They are the donors - the philanthropists - whose vision, passion, and resources have helped to improve our communities.

Even with increasing visibility, however, the value of philanthropy is too often reduced to one statistic – “total giving.” That measure doesn’t reveal enough. The larger role of giving voice to critical issues, leveraging additional funds, and promoting critical partnerships is rarely acknowledged. The impact *beyond dollars* is the true core of philanthropy.

The Washington Regional Association of Grantmakers (WRAG) first produced *Beyond Dollars: Investing in BIG Change* in 2009. Then our goal was twofold. We wanted to chronicle and celebrate the unrecognized benefits of philanthropy in our region while also elevating what we saw as the common elements that led to change of great magnitude.

Now, almost five years later, we want to check in on this work. Is the change lasting? If so, what factors have been critical? If not, what lessons have been learned?

Beyond Dollars shows that sound philanthropic investments have made an important difference in the lives of people who live in the District of Columbia, suburban Maryland, and Northern Virginia. As policymakers consider altering the structures that allow these investments to be made, we want to use this updated report to drive home an important truth: philanthropy matters.

Best,



Tamara Copeland
President



The Elements of BIG Change

With intentionality and vision, philanthropy in the Greater Washington region has been a catalyst for big change. By tackling major challenges, it has made a meaningful difference.

BIG change is shorthand for greater impact and lasting impact – which often go hand in hand. For example, providing nutritious breakfasts to schoolchildren is linked to many positive changes, including long-term health and improved achievement in school. But consider the difference between providing breakfast to a classroom of hungry schoolchildren and finding a way to provide breakfast to all hungry schoolchildren in one community – week after week, year after year.

This report began with some broad questions about BIG change:

- *How does philanthropy seize opportunities for lasting impact?*
- *What are grantmakers investing beyond dollars to leverage their grantmaking and have greater impact?*
- *How do corporate giving programs and foundations – especially smaller foundations – become agents of big change?*

What we learned

Philanthropy has the power to be a catalyst for BIG change, and this report offers examples of foundations and corporate giving programs using this power with intentionality.

When we looked at examples of local grantmakers who have used the power of philanthropy to generate BIG change, we observed four common elements:

1. Capitalizing on timing and momentum

Coordinating action with national initiatives, sudden groundswells of public sentiment, or moments of crisis can help philanthropy achieve its long-term goals.

Example: *Between 1998 and 2005, D.C. saw a 57% decrease in teen pregnancy. The Summit Fund of Greater Washington laid the groundwork for this impressive change by aligning its work in D.C. with a national campaign, building on its existing expertise, and committing publicly to an ambitious goal.*

2. Being a strong voice

Foundations and corporate giving programs are able to use their position to influence decision-makers *and* to ensure that communities have a voice in solving their own problems. By asking, listening, sharing, and advocating, grantmakers create platforms that reveal or amplify issues and pathways that lead to lasting solutions.

Example: *The Consumer Health Foundation organized a series of community listening sessions that gave health care consumers a voice in setting our region's health care priorities. This process resulted in six actionable recommendations that are now guiding the work of many grantmakers, nonprofits, and policymakers.*

3. Leveraging key resources

Grantmakers can go beyond dollars to leverage support in many other ways, from providing a local investment that opens the door to support from national funding sources, to commissioning the research that enables evidence-based practice to occur, to creating opportunities for more citizens to be actively involved in improving public policy.

Example: *Medical Homes is a public-private partnership that aims to guarantee access to primary health care for every low-income resident in D.C. The visible and sustained commitment of local grantmakers helped the D.C. Primary Care Association attract additional funding from local government and national sources.*

4. Building true partnerships

In most instances, problems are so big and so entrenched that they can only be tackled through collaboration, coordination, and organized efforts. Partnerships may be small or large, formal or informal, short-term or long-term, and may include partners who don't otherwise come together easily or naturally. Grant dollars don't have to be pooled for partnerships to work – it's the pooling of knowledge and the shared focus on a problem that allow grantmakers to achieve lasting impact.

Example: *Prince Charitable Trusts partnered with the Piedmont Environmental Council, the National Trust for Historic Preservation, Scenic America, and the Civil War Preservation Trust to find a way to protect the cultural and environmental assets of an entire region. These groups worked together for more than five years to develop and launch the Journey Through Hallowed Ground, a visionary partnership that by 2009 had more than 350 national, regional, and local partners.*

2013

Society's passing gear

Decision-makers at foundations of every size and type – founders and family members, directors and trustees, CEOs and program officers – want their grantmaking to make a difference. The question is: what kind of difference?

The late Paul Ylvisaker – a visionary educator, foundation leader, and urban planner who left us a legacy of insights about the power of philanthropy – once described philanthropy as “society’s passing gear.” Ylvisaker’s metaphor aptly captures the force and energy that foundations can exert in our shared journey toward a stronger, healthier society.

This report chronicles how some Washington area grantmakers have shifted into passing gear to create lasting impact on critical issues. The examples presented here demonstrate how grantmakers can tap into their expertise and position in the community to multiply and extend the impact of every dollar.

These examples show that BIG change typically takes many years. The philanthropic passing gear, once engaged, must be sustained – a feat that demands patience and persistence.

Grantmaking in Greater Washington

How many? How much?

There are over 1,500 foundations in the Greater Washington region. In 2011, they were estimated to have held \$12.8 billion in assets and invested \$876 million in grants.*

What do foundations support?

Since the first edition of this report was released in 2009, funding priorities have shifted according to the most recent data available. Whereas human services formerly led in grant dollars received, nearly 40 percent of local grant dollars now support **arts and culture**. **Education** received the second most grant dollars (20%), followed closely by **human services** (19%). **Health** related grants represented about five percent.*

*Foundation Center 2012

The BIG change challenge renewed

The Washington Regional Association of Grantmakers challenges both its members and the wider philanthropic community to continue the pursuit of BIG change.

Beyond Dollars shows what has been accomplished through partnerships with other funders and across other sectors. We must continue this work by using all available tools to go beyond the money and work as intentional and committed agents for BIG change by considering:

- The **timing** of your work relative to other initiatives and events.
- Your ability to be a strong **voice** for a critical issue.
- Your capacity to **leverage** additional resources.
- Your power to create **partnerships**.

Timing + Voice + Leverage + Partnerships = *BIG* Change

D.C. achieves a dramatic decrease in teen pregnancy

Teen pregnancy had become shockingly commonplace in the nation's capital. The Summit Fund of Washington gave voice to the problem by changing the conversation and rallying the community around an ambitious goal: to reduce teen pregnancy by 50%.

timing and momentum

In the early 90s, the U.S. rate of teen pregnancy was higher than in any other developed country, affecting over one in 10 girls ages 15 to 19. The District of Columbia numbers were even more dismal, at nearly one in four. In 1995, President Clinton challenged the country to address this problem and launched the bipartisan nonprofit National Campaign to Prevent Teen Pregnancy. Congress responded with a five-year program that would award up to \$100 million each year among up to five states with jurisdictions showing the largest declines in out-of-wedlock pregnancies. Teen pregnancy prevention was already a priority at The Summit Fund, but in 1997, led by founders Roger and Vicki Sant, the Board narrowed its focus to D.C. and aligned its efforts with these national developments.

“Especially in times of crisis, we must not lose sight of our goals for young people in the District. Now more than ever we must help them have a safe passage through their adolescent years, with school success, good health habits, and above all, a chance to enjoy their teen years without the pressures of parenthood that far exceed their limited resources.”

— Mayor Anthony Williams, 1999 State of the District address

+ a strong voice

The Summit Fund encouraged other funders to partner financially and pushed nonprofits and government officials to share their expertise and work together. Summit and three like-minded foundations invested in a public opinion poll that included 23 focus groups representing a cross-section of D.C. residents, and a 1,600-person, 20-minute telephone survey – an intensive listening process that took nearly 18 months. After this extensive polling, The Summit Fund challenged the community with the ambitious public goal of reducing the teen pregnancy rate in D.C. by 50% by 2005 (compared to the national goal of a 30% reduction).

+ leveraging resources

The Summit Fund provided a lead gift of \$750,000 over three years to launch the D.C. Campaign to Prevent Teen Pregnancy, and then worked with other funders to ensure that any federal bonus would be reinvested in pregnancy prevention programs. An anticipated agreement with the city fell apart when the administration changed. D.C. ultimately won millions in federal bonus funding, but very little was invested in teen pregnancy prevention. However, the seeds were already sown for local investment in teen pregnancy prevention.

+ true partnerships

The Alexander and Margaret Stewart Trust, The Morris and Gwendolyn Cafritz Foundation and the Philip L. Graham Fund united with Summit to create the D.C. Campaign. The Summit Fund reached out to the National Campaign to convene an informal advisory group of nonprofit leaders with expertise in teen pregnancy. Summit and the other funders also spent hours talking with community leaders and city administrators, reaching a shared understanding of the problem and aligning efforts to effect lasting change.

= BIG change

Between 1997 and 2005 the District of Columbia experienced a 57% decrease in teen pregnancy.

The campaign exceeded local and national goals. The D.C. Campaign to Prevent Teen Pregnancy, established in 1998, has been the energy and means behind the dramatic decrease. Summit and other funders have supported and launched related programs across the community. Today, the successful experience is fueling a renewed effort to prevent teen pregnancies in our region.

learn more

www.summitfund.org
www.dccampaign.org
www.thenationalcampaign.org

“What we learned from public opinion polling was transformational. Teen pregnancy was the second highest issue of concern among D.C. residents. People told us, again and again, that everyone in the community should be playing a bigger role in the prevention of teen pregnancy.”

– Linda Howard, Executive Director, Summit Fund of Washington

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In the past, teen pregnancy prevention was a lonely business, with well-meaning organizations acting alone, some targeting teens with blame and shame messages, others holding teens totally responsible for the problem and still more pointing the finger at how government had failed to solve the problem.

D.C. Campaign to Prevent Teen Pregnancy took a different approach by building community consensus around the notion that people of good will, acting together, can stop teen pregnancy. Since its creation, it has been instrumental in creating a local movement that takes an innovative approach to teen pregnancy prevention as a high leverage intervention capable of transforming shattered neighborhoods and restoring active community life in the District of Columbia.

The D.C. Campaign builds on research that suggests that teen pregnancy is less likely when boys and girls, regardless of income or race, feel strongly connected with their parents and other caring adults, experience success in school from an early age, have a sense of belonging, are confident that they have safe places to learn, play, and interact with their peers, have easy access to teen-friendly health services, and believe that they can reach economic security if they work for it.

Based on this research, D.C. Campaign has reached out to groups across neighborhoods and across ideologies to craft a comprehensive teen pregnancy prevention strategy focused on 5 major activities:

- Mobilizing teens
- Drawing attention to teen pregnancy prevention
- Engaging neighborhoods
- Supporting local programs
- Keeping track of the facts

Building relationships to involve the entire community is essential to the mission of cutting teen pregnancy in half.

A look at the dramatic reduction in teen pregnancy rates shows that the approach is working. The entire youth serving community celebrated in 2005 when the rate was slashed to 64.4 per 1,000 girls age 15 to 19 years old - a 57% decrease from the 1997 rate of 152.1.

Scores of local organizations joined D.C. Campaign in its new mission to cut the rate in half again by 2015 with the goal of only 32 pregnancies per thousand. The D.C. Council passed a *Half by 2015* resolution in support and, for the first time in its history, established a teen pregnancy prevention goal for Washington, D.C.

According to the most recent data available from the city's health department, teen pregnancy prevention advocates and providers continue to move in the right direction. In 2010, the rate had fallen to 59 pregnancies per 1,000 girls.

Corporate grantmaker lends expertise to disaster planning for nonprofits

Corporate grantmaker Deloitte LLP leveraged its consulting expertise and a partnership with the Nonprofit Roundtable of Greater Washington to go beyond dollars and help create a strategic plan for emergency preparedness, including Continuity of Operations Plans for key nonprofits. Washington area nonprofits are now better prepared to work together and coordinate with the public and private sectors when the worst happens – whether it's an epidemic, a terrorist attack, or a hurricane.

timing and momentum

After the September 11 terrorist attack on the Pentagon, the need for better collaboration during disasters across geographic boundaries and sectors emerged as its own crisis and presented an opportunity for long-lasting, far-reaching impact. After several years of intensive work on nonprofit emergency preparedness, the Nonprofit Roundtable of Greater Washington put forth an ambitious goal of creating a comprehensive disaster preparedness plan for area nonprofits. Deloitte saw tremendous potential and synergy in bringing its expertise in strategic management consulting to bear on such a plan.

“The best way we can have impact is to take the skills and talent that we use to serve our clients – our intellectual capital – and make the community our client.”

– Gary Tabach, Managing Partner, Deloitte LLP

“In the coming months, as we look at reviewing and updating the National Capital Region Homeland Security Strategic Plan, this Roadmap to Preparedness will be extremely useful to coordinate the regional nonprofit community's priorities for emergency preparedness.”

– Christopher Geldart, Former Director, Office of National Capital Region Coordination, FEMA/Department of Homeland Security

+ a strong voice

One goal of the project was to increase awareness of the nonprofit sector as a vital part of regional disaster response and recovery. Deloitte and the Roundtable created the *Roadmap to Preparedness*, a regional strategic plan that has raised the visibility of nonprofits in regional disaster planning, resulting in improved cross-sector engagement and communication. In particular, Deloitte's investment and involvement in the *Roadmap* helped the Roundtable and the nonprofit community to be better heard by government partners, including the Department of Homeland Security.

+ leveraging resources

In addition to funding the project with \$250,000 over two years, Deloitte's disaster management and strategic planning experts put more than 1,000 hours of pro bono time into developing the *Roadmap to Preparedness*, and funded a law student to work with the Roundtable. In addition, hundreds of staff volunteers from Deloitte participated in hands-on trainings with nonprofits, co-convened with the Roundtable. These included a pandemic flu simulation to test plans, two community service days where Deloitte volunteers assisted more than 70 nonprofits in developing continuity of operations plans, and two webinars to help nonprofits hone their preparedness plans.

+ true partnerships

Beyond dollars, the Roundtable needed an expert partner to assist with the in-depth analysis the *Roadmap to Preparedness* would require. Deloitte wanted to partner with an organization that could offer access to an existing network of nonprofit leaders and in-depth knowledge of what nonprofits needed in order to respond to disasters. This was an ideal partnership.

= BIG change

D.C. area nonprofits now have a comprehensive strategic plan for emergency preparedness.

- The vision of the *Roadmap to Preparedness*, released in 2008, is a ready and resilient community, organized to respond to and recover from disaster events through a partnership of nonprofits, government, and the private sector. The plan uses the same structure as the Homeland Security Plan for the region in order to make it familiar and accessible to government partners.
- The Roundtable has identified two dozen key organizations that need Continuity of Operations Plans – one of the goals identified in the *Roadmap to Preparedness* – and in 2009, Deloitte staff members are making site visits to provide expert assistance in developing these plans.
- The Roundtable is working with existing nonprofit networks – including VOADs (Voluntary Organizations Active in Disaster), volunteer centers, United Way, the Center for Nonprofit Advancement, and Washington Regional Association of Grantmakers – to create a “network of networks” to maximize the flow of information and coordination during disasters.

learn more

www.nonprofitroundtable.org
www.deloitte.com

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When *Beyond Dollars* was published in 2009, we were in the early stages of the Great Recession. The collapse of the financial markets immediately resulted in huge losses of savings and jobs. But the second gut-punch didn't arrive until 2010 when the foreclosure crisis hit our region.

As the Nonprofit Roundtable was planning its next steps for the *Roadmap to Preparedness*, it recognized that the impending wave of foreclosures was itself a regional disaster in the making - perhaps not as graphic as a terrorist attack, disease outbreak, or major storm, but equally devastating nonetheless.

The *Roadmap to Preparedness* lived up to its name as the Roundtable was able to pivot and quickly develop a game plan for the foreclosure crisis. Step one was for the sector to get its arms around the various bodies of work being performed by service providers across the region.

Step two was to convene these stakeholders. By meeting each other and discussing their own work, previously disconnected nonprofits discovered synergy points that allowed them to form plans to better serve the region's vulnerable residents.

Step three was a collaborative implementation of these plans. It took form as the Capital Area Foreclosure Network (CAFN),

a partnership of 35 nonprofits, funders, and local government officials led by the Nonprofit Roundtable and Metropolitan Washington Council of Governments.

CAFN worked quickly to connect residents who were at risk of losing their homes with housing counselors through nonprofit partners. Since then, CAFN's multi-lingual work has included:

- Hosting dozens of convenings and webinars for homeowners, housing counselors, and realtors.
- Awarding \$225,000 to six local organizations to provide counseling and other housing services to local residents.
- Extensive regional outreach and education about housing services through advertising, media, and direct marketing.
- Research and analysis of the Greater Washington region's foreclosure data and trends to help improve targeting of resources and identification of service delivery gaps.

The foreclosure crisis was not on the radar when the Nonprofit Roundtable and Deloitte partnered on the *Roadmap to Preparedness*. Without this critical work, however, our region would not have had the coordination necessary to contain the crippling and far-reaching effects of foreclosures in our region.

Funders unite to help build a better health care safety net

When the District's fragile health care safety net was on the verge of collapsing, local grantmakers joined forces with nonprofit partners to tackle the problem. Their shared goal: 100% access to health care, with zero disparities in health outcomes. Their shared solution: Medical Homes D.C., a public-private partnership that is creating a system of quality community clinics so that every low-income resident will have a "medical home" – a patient-centered, accessible place to go for primary care.

timing and momentum

Beginning in the mid 90s, a number of forces converged that put pressure on many of the free and sliding-scale medical clinics serving low-income and uninsured residents in the District of Columbia. These forces included D.C.'s shift to Medicaid managed care (from fee-based services) and the closing of D.C. General Hospital in 2000. As a result, nonprofit clinics had to adapt to significant changes in health policy and financing. Area foundations that had formed the Health Working Group at the Washington Regional Association of Grantmakers saw this emerging crisis as an opportunity to help create a system of high quality, continuous, and comprehensive health care.

"We could not make meaningful headway on such an immense problem unless we worked collectively. We were all impassioned, but by collaborating, we tapped into everyone's strengths."

- Kathy Freshley, Senior Program Officer (retired)
Eugene and Agnes E. Meyer Foundation

"Accessing health care is a huge challenge for D.C.'s poorest residents, and every week, we have to turn people away. Our clinic expansion as part of Medical Homes will allow us to serve twice as many clients – maybe more."

- George Jones, Executive Director, Bread for the City

+ a strong voice

The Health Working Group (HWG) and the nonprofit D.C. Primary Care Association (DCPCA) worked for 18 months to educate local officials and build the political will needed to transform the city's safety net health care delivery system. Grantmakers supported public opinion polling to better demonstrate the primary care crisis. HWG also met with fellow funders and successfully garnered national foundation support for DCPCA. Leading the charge were Senior Program Officer (now retired) Kathy Freshley at the Meyer Foundation, and Margaret O'Bryon, former president and CEO at the Consumer Health Foundation.

+ leveraging resources

In 2004, the city issued a challenge that created an even more powerful opportunity for lasting change: it would invest \$15 million (later upped to \$21 million) to launch Medical Homes D.C. to expand health care access – provided that the D.C. Primary Care Association could match the investment with non-District funds. The challenge was met, with local grantmakers contributing \$12 million, combined with \$3 million from national funders. DCPCA has leveraged an additional \$30 million in capital funding (with \$35 million more in the pipeline), as well as \$11 million from the D.C. government for health technology, \$2 million each from CareFirst and the Department of Health to support quality transformation work, and \$5.9 million from D.C. for management of the ongoing projects.

+ true partnerships

Originally, a core group of eight funders came together to find a way to strengthen the health care safety net in D.C. Funders worked closely with advocates and with nonprofit health service providers such as DCPCA to understand the implications of managed care. DCPCA partnered with the Mayor and several D.C. offices and agencies to establish Medical Homes D.C. Over time, the work to build coordinated systems of primary care homes in D.C. evolved into a regional priority through the Regional Primary Care Coalition, which involves primary care coalitions and health philanthropies in D.C., Northern Virginia, and suburban Maryland.

= BIG change

Medical Homes D.C. is more than doubling the number of low-income residents who have access to primary care through expanded services in 13 clinics.

- Medical Homes is improving the health of the community and reducing the cost of health care delivery in D.C. by expanding services in 13 clinics. Six projects have been completed and six more are in final stages of planning or construction. One project is on hold.
- To date, the six completed clinic projects have increased annual net capacity by 30,000 visits. When all 13 projects are completed, Medical Homes will increase annual net capacity by 140,000 visits.
- The electronic medical records component of Medical Homes has supported quality care while increasing the rate of reimbursement from Medicaid and other payment sources.

“The Health Working Group...was deliberate and diligent in spreading the word about Medical Homes, and their shared commitment to creating a better system of care allowed us to leverage essential funding from government and national foundations.”

- Sharon Baskerville, Former Executive Director,
DC Primary Care Association

learn more

www.dcpca.org

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Medical Homes D.C. has completed nine capital projects, two more projects are currently in construction, and one more is in the pipeline. The upgrades and expansions are projected to increase primary care capacity in the district by **140,000 patient visits**. In total, to fund these projects, DOH has granted DCPCA \$70 million, which has been leveraged to raise another \$23 million in grants and private financing. These projects are expanding capacity and access to care through renovation, expansion, and new facility construction. Highlights include:

- The 2012 opening of Unity Health Care – Anacostia Health Center, a state-of-the-art health center in Ward 8, marked the first major expansion of primary care services East of the River. The new facility replaces the old Anacostia Health Center that was housed in a World War II-era metal Quonset hut that had long been inadequate for the needs of the community. The new health center brings not only primary care, but also dental services, wellness programs, and mental health services to community residents.
- On Unity Health Care's behalf, DCPCA purchased property in Ward 7 and began construction of a new health center facility last year. The new health center will be a three-story, 42,000 square foot building. Services to be provided include primary care adult medicine, walk-in care, obstetrics and gynecology, pediatrics, HIV/AIDS services, ophthalmology and optometry, behavioral medicine, social services, podiatry, dental care, lab services, and WIC.
- Bread for the City completed an 11,000 square foot expansion in December 2010. The health center upgraded its medical clinic with more exam rooms, a larger dispensary, a new laboratory, and a dental suite. The new facility has allowed them to triple their capacity. DCPCA granted Bread for the City more than \$5 million for the expansion of its Northwest Center. This grant came with significant technical assistance from DCPCA's advisors in finance and real estate development. Bread for the City leveraged the grant with a New Markets Tax Credit, as well as grants from private individuals and foundations, to secure full funding for its project – with no debt.
- In March 2011, Mary's Center completed a 28,000 square foot new site near the Georgia Ave-Petworth Metro station. The site allows the health center to increase efficiency with current services, add capacity with both medical and social services – specifically in prenatal care and women's health services – and expand family literacy and youth development services. DCPCA granted \$11.6 million to Mary's Center. With technical assistance from DCPCA and its advisors, Mary's Center was able to use the grant to leverage a tax credit, allowing the center to raise 100 percent of project costs with no debt.

DCPCA's early vision to increase coverage for the most underserved people in D.C. has evolved into a broad portfolio of projects, including building health centers, driving health care policy to support access and sustainability, improving the quality of care provided, building a workforce of people to help navigate this better system of care, and building health information technology to link it all together.

Small grantmaker lays the groundwork for lasting change

The Consumer Health Foundation went beyond dollars by giving consumers an active role in setting health priorities through a series of “Speakouts.” The result: six concrete and actionable recommendations to guide the work of grantmakers, nonprofits, advocates, and policymakers – everyone working to improve health and health care in the region.

timing and momentum

The Consumer Health Foundation (CHF) is a small private foundation working throughout the Greater Washington region on health equity, access, and consumer empowerment. The idea for the Speakouts emerged from a new strategic communications plan that challenged CHF to probe the biggest problems with the region’s health care system and determine which solutions merited exploration and investment. The goal went beyond shaping CHF’s own grantmaking to providing insights and recommendations that would benefit anyone working to improve health and health care in the region.

“The Speakouts were the catalyst for the creation of a Wellness Opportunity Zone in the Port Towns community in Prince George’s County. The Consumer Health Foundation helped us create and implement public policy that will dramatically reduce disparities around health and well-being.”

– David Harrington, former Maryland State Senator

“The Speakouts created a forum where people could share ideas for improving health and health care, based on their personal experiences. What we heard allowed us to set shared priorities for the region that reflect the needs of real people.”

– Margaret O’Bryon, former President and CEO, Consumer Health Foundation

+ a strong voice

Conducted in 2004 and 2005, the Speakouts included several large gatherings plus a variety of smaller focus groups and face-to-face discussions. More than 600 people shared their ideas for how to solve problems with the health care system. Then CHF used this candid and often very personal input to develop six concrete recommendations for regional action. To ensure that the recommendations were widely shared, CHF conducted extensive outreach, including meeting with key local and national policymakers and stakeholders.

+ leveraging resources

The Speakouts leveraged CHF’s knowledge and community connections to open the doors to new knowledge and perspectives. After the Speakouts, CHF looked for ways to promote awareness of the recommendations. CHF invited local grantmakers to a screening of the PBS documentary *Unnatural Causes*, about social determinants of health, to get them talking about the recommendations. CHF also shared an intern with former Maryland State Senator David Harrington to research and draft policies related to Wellness Opportunity Zones.

+ true partnerships

The two-year effort tapped into the expertise of CHF’s grantees. These partners helped organize events across the region and secured a wide cross-section of consumer perspectives. For instance, the Latin American Youth Center coordinated bilingual interviews that were conducted during Fiesta D.C., and the Health Action Forum organized a Speakout in Prince George’s County that included local and state public officials. The recommendations generated by the Speakouts have led CHF to new relationships with policymakers, as well as with local and national nonprofits.

= BIG change

The Speakouts have triggered big change on several fronts, including forward-looking public policy in Prince George's County and the creation of new region-wide networks and tools that are improving access to health care.

- Former State Senator David Harrington (who previously served as chair of the County Council) worked closely with CHF to make the Port Towns communities of Bladensburg, Colmar Manor, Cottage City, and Edmonston a Wellness Opportunity Zone. These towns now require planners to make community health, wellness, and prevention a priority in all development decisions.
- CHF spearheaded the creation of the Ngozi Project, a greater Washington-area, one-stop health information and referral network that can help people access health care. This project was inspired by Speakout participant Ngozi Hall from Prince George's County, who shared the story of her husband's death from prostate cancer and the difficulties he had faced in obtaining health care.
- One Economy Corporation, a global nonprofit that uses the power of technology to help low-income people improve their lives, saw the recommendations and contacted CHF to partner on a technology solution that will connect residents throughout the region with health care resources.

learn more

www.consumerhealthfdn.org

2013 PROGRESS REPORT

As a result of the Speakouts, the Consumer Health Foundation (CHF) revised its grantmaking strategy to focus on **Advocacy for Health Care Access & Health Justice**.

As reflected in the Speakout report - *Speaking Up and Speaking Out for Health: A Community Call to Action to Improve Health and Health Care in the Washington, D.C. Metropolitan Region* - health justice goes beyond access to health care. With this in mind, CHF expanded its work to include access to healthy food, housing, transportation, and employment through partnerships with other foundations.

One example of the more expansive strategy is that CHF became an active member of the Greater Washington Workforce Development Collaborative, housed at The Community Foundation for the National Capital Region, to work more directly on employment.

The Speakouts also led CHF to focus more intently on the impact that racism has on health. The foundation has hosted trainings on diversity and racial equity and is providing technical assistance to nonprofits and government agencies to address these issues within their institutions.

Another outcome from the Speakouts is a partnership with the National Health Law Program and other organizations to

develop the Ngozi website (www.ngoziproject.org). The site officially launched in 2012 and is the only tool that provides consumers in the Greater Washington region information on health care options in multiple languages, including new information on health care reform.

This tool is critical to immigrant, low-income, and uninsured communities as they navigate health care systems. Later this year, a mobile application will become available to the public to enable further access to health care information.

Hosting Speakouts was an important way that the Consumer Health Foundation operationalized its core value of consumer voice and engagement. In 2011, the foundation staff and board members went on a "learning journey" to the Langley Park, Maryland, neighborhood to learn about the challenges and opportunities that local residents were facing.

As the foundation develops its future grantmaking strategy, it is again seeking input from the community through a variety of methods, including geography-specific forums with grantee partners, focus groups with persons served by its partners, and social media.

Visionary partnership protects *Where America Happened*

In the face of encroaching commercial and residential development, Prince Charitable Trusts fostered a long-term, collaborative approach to preserving an historic corridor that stretches from Monticello in Virginia to Gettysburg, Pennsylvania. Years of advocacy and dialogue paved the way for Journey Through Hallowed Ground, a visionary partnership that protects the cultural and environmental assets of an entire region.

timing and momentum

The Prince Charitable Trusts had long made grants to support preservation efforts in the Virginia Piedmont. Prince's commitment to the area intensified in 1993 when it joined a successful community effort to oppose The Walt Disney Corporation's plans to build a theme park in the Haymarket area of Prince William County. Out of this experience, Prince embraced a broader vision and began providing grant support for advocacy and education, including working with the Audubon Naturalist Society, the Coalition for Smarter Growth, and the Southern Environmental Law Center on state-level issues such as transportation planning.

“If all you do is stop a particular development project, the land is still vulnerable. We needed a strategy that would allow for a more comprehensive approach to balancing preservation with responsible growth.”

– Kristin Pauly, Managing Director, Prince Charitable Trusts

“What Prince brought to the table goes far beyond grant dollars. Kristin Pauly provided strategic insight and guidance as part of a collaborative effort that spanned more than a decade. Without Prince, the Journey Through Hallowed Ground simply wouldn't exist.”

– Cate Magennis Wyatt, President, Journey Through Hallowed Ground

+ a strong voice

The polarizing debate triggered by Disney's proposal highlighted the patchwork of nonprofits, governments, and individuals trying to protect cultural and environmental assets across many jurisdictions. The lack of a comprehensive, coordinated approach to land-use planning, economic development, and preservation created a situation ripe for protracted battles and deep divisions. Through sustained partnerships with local and regional groups, Prince helped give voice to the values of residents in the Piedmont and surrounding areas, many of whom were intensely interested in the history and culture of the place they called home, and championed the creation of the Journey Through Hallowed Ground (JTHG) Partnership.

+ leveraging resources

In 2002, Prince enlisted Scenic America to create a detailed map of the corridor's historical and cultural assets, a key step in identifying potential partners and helping create an inventory of who was doing what in the region. In 2004, Prince increased its support by hiring strategic planning consultant Cate Magennis Wyatt to build a new business model for regional collaboration. Included in this plan was funding to conduct research and polling to prepare for an outreach campaign. Prince's commitment validated the effort, helping secure long-term support from other philanthropists, including Jacqueline Badger Mars, Robert H. Smith, and Cornelia Keller.

+ true partnerships

Prince partnered with the Piedmont Environmental Council, the National Trust for Historic Preservation (another early funder), Scenic America, and the Civil War Preservation Trust to develop JTHG, which was incubated at Scenic America for five years. In 2000, 11 state and national organizations participated in the first JTHG meeting. In 2002, the partners put together a strategic plan. By 2003, the JTHG network had grown to more than 18 organizations and agencies. JTHG was incorporated as a nonprofit in 2005 and now has more than 350 national, regional, and local partners in 15 contiguous counties across four states.

= BIG change

The Journey Through Hallowed Ground has established partnerships and coalesced people up and down a 180-mile corridor in order to preserve and protect *Where America Happened*.

- In 2005, the National Trust for Historic Places declared the region one of America's eleven most endangered historic places. In 2006, the JTHG Partnership was selected by the Smart Growth Alliance as one of the top six conservation priorities in the Greater Washington region.
- In 2008, Congress designated the corridor the nation's 38th National Heritage Area. The JTHG Partnership has also secured State Scenic Byway status for Route 15 in Virginia, Maryland and Pennsylvania, and completed a 20-month comprehensive Corridor Management Plan for the entire 180 miles.
- Local officials, business leaders, and residents up and down the corridor now view the JTHG as a unified region with interrelated resources, issues, and needs. By embracing a complementary blend of conservation and cultural tourism, the JTHG Partnership helps private and public entities work together toward the future of the corridor.
- Coordinated educational efforts continue to raise national awareness of the corridor and its natural and cultural treasures. More than 200 feature articles about JTHG have appeared in publications such as *Smithsonian Magazine*, *The New York Times*, and *National Geographic Traveler Magazine*. In 2007, 2008, and 2009 the JTHG Partnership published a book a year on the natural, historic and cultural attributes of the region, one in conjunction with the National Geographic Society.

learn more

www.hallowedground.org

“Prince was exceptionally open to what we were advising, while also providing the resources and guidance the group needed to keep moving forward on a big idea. You don't always get that level of deep local engagement from a funder.”

— Meg Maguire, former President, Scenic America

2013 PROGRESS REPORT

The progress of the Journey Through Hallowed Ground Partnership (JTHG) has been extraordinary and can be described in three categories: enhancement, education, and engagement.

Enhancement: In October 16, 2009, the 180-mile route between Gettysburg and Thomas Jefferson's Monticello was designated a National Scenic Byway by the U.S. Secretary of Transportation, only the 99th road in America to receive this designation. The designation is the result of over 57 community meetings in the development of a comprehensive Corridor Management Plan, which won multiple awards.

In addition, JTHG's The Living Legacy Tree Planting Project will plant or dedicate 620,000 trees – one for each soldier lost during the Civil War – along the National Scenic Byway.

Education: The Partnership's education programs are helping students and teachers connect with historic, cultural, and natural resources throughout the JTHG National Heritage Area - reaching all grade levels, supporting state learning standards, and including:

- The award-winning Of the Student, By the Student, For the Student service learning project which connects middle school students to the American Civil War as they create vodcasts or mini-movies for heritage sites and National Parks in the JTHG National Heritage Area.

- “Extreme summer camps” that invite middle school students to spend two weeks exploring the region's heritage, cultural and natural attractions.
- Teacher training and continuing education programs that help teachers find new ways to incorporate historic sites into their curricula, and to re-think their approach to teaching history.

Engagement: The National Heritage Area and National Scenic Byway designations have a profound effect on tourism and local economies in the 4-state, 15 county region, accounting for more than 55,500 jobs and \$3 billion in annual revenue. Through the Certified Ambassadors Program, JTHG has directly trained over 1,000 hospitality professionals on the history and cultural attractions to ensure that every visitor interaction is exceptional.

Moreover, the JTHG Partnership has been awarded The Society of American Travel Writers' Phoenix Award and was recently named to Goodyear Tire and Rubber Company's list of the “Most Comfortable Touring Drives.”

Philanthropy facilitates big change in the fight against hunger

Hunger is a problem that can't be solved one meal at a time. That's why the Moriah Fund and fellow grantmakers joined together to help create D.C. Hunger Solutions. The results have been transformational. Expanded participation in federal nutrition programs has brought millions in federal dollars to the District, giving many more children and families access to the nutrition they need – now and far into the future.

timing and momentum

While many community groups were feeding hungry residents, no group was focused on untapped opportunities to leverage existing public programs that effectively address hunger and poverty – food stamps; WIC; school lunch and breakfast; and afterschool, summer, and child care meals and snacks. D.C. was missing out on millions of dollars in federal funding available through these programs. Jim Weill, president of the nationally focused Food Research and Action Center (FRAC), approached its longtime funder the Moriah Fund about supporting the creation of a local anti-hunger initiative. Rubie Coles, associate director at Moriah, saw the opportunity to fight hunger in D.C. at the systemic level.

“Coordinating with the Food Research and Action Center and the funders who stepped forward – and learning together about the specific causes of hunger and opportunities to get at those causes – guaranteed that when D.C. Hunger Solutions got off the ground, we saw big results immediately and that the initiative had staying power.”

– Rubie Coles, Associate Director, Moriah Fund

“The funders who laid the groundwork for D.C. Hunger Solutions immediately understood the huge potential leverage we were talking about – that every dollar invested in a local hunger initiative could be multiplied a hundred times over.”

– Jim Weill, President, Food Research and Action Center

+ a strong voice

Funders gave voice to the issue to help insure that government, nonprofits, business and philanthropy would embrace the same aspirations. With encouragement from local funders, D.C.'s Mayor made food security and nutrition a high priority. He constituted a Mayor's Blue Ribbon Task Force on Child Nutrition and a Mayor's Commission on Food and Nutrition. Margaret Siegel, then with the England Family Foundation, was invited to serve on both. Kimberly Perry, then director of the newly founded D.C. Hunger Solutions, was invited to co-chair the Task Force and served as vice-chair of the Commission.

+ leveraging resources

Moriah's lead grant to launch D.C. Hunger Solutions as a program under the auspices of FRAC attracted support from other national funders, including the Kaiser Family Foundation, MAZON: A Jewish Response to Hunger, and the Public Welfare Foundation. Early funding and support also came in from local funders, including the Community Capacity Fund, Consumer Health Foundation, England Family Foundation, Fannie Mae Foundation, Meyer Foundation, Trellis Fund, and Weissberg Foundation.

+ true partnerships

From the start, Moriah convened foundation colleagues, nonprofit leaders, and FRAC representatives to facilitate ongoing communication and shape the plan for D.C. Hunger Solutions. Cross-sector working groups examined every aspect of the issue. In 2006, D.C. Hunger Solutions joined with FRAC and Share Our Strength in convening 150 District stakeholders from every sector to create the Partnership to End Childhood Hunger in the Nation's Capital, and this group developed a 10-Year Plan to End Childhood Hunger in the Nation's Capital by 2016.

= BIG change

D.C. Hunger Solutions has helped the nation's capital access tens of millions of dollars in federal funding as part of its mission to create a hunger-free community.

Since 2002, the broad partnership between D.C. Hunger Solutions and funders has had a lasting impact on many aspects of hunger in D.C., including:

- Saving the DC Free Summer Meals program for low-income children. On the verge of collapse in 2002, the program has been ranked the best summer food program in the country for the past five years and now serves twice as many children per day.
- Successfully advocating for the Food Stamp Expansion Act, introduced unanimously by D.C. Council members in March 2009. This legislation will bring millions of additional federal dollars into the city to feed thousands of hungry families and stimulate the local economy.

- Making free breakfast available to all D.C. Public School and many charter school students, helping more low-income students start the day fueled and ready to learn, and reducing the stigma of free breakfast.
- Leading the Afterschool Nutrition Work Group to adopt policies and improve outreach that fueled an increase in participation in the District's federally funded Afterschool Snack Programs. This resulted in a more than 650% increase in participation, from 1,845 children in 2004 to 13,904 in 2008.

Maryland Hunger Solutions, modeled on the success of D.C. Hunger Solutions, was established in 2007. Maryland is the wealthiest state in the nation, yet almost one household in ten faces a constant struggle against hunger.

learn more

www.dchunger.org
www.askmehowdc.org
www.mdhungersolutions.org

2013 PROGRESS REPORT

D.C. Hunger Solutions' work continues to help feed increasing numbers of District families struggling with hunger, grow access to healthy, affordable food in low-income neighborhoods, and bring millions of additional federal dollars into the District. Highlights include:

- Catapulting D.C. from 20th in the nation to second in the nation for the number of low-income students starting the day with school breakfast. The 2010 D.C. Healthy Schools Act – legislation that D.C. Hunger Solutions worked with the D.C. Council to create, develop, pass, and fund – has given thousands of additional students access to breakfast, which allows them to start their school day fueled and ready to learn.
- Making summer food a priority, which has resulted in more than 27,000 children and teens receiving a healthy meal on a typical summer day and secured D.C. the number one ranking among states for reaching the most children and teens with summer meals for seven years.
- Improving afterschool nutrition by making D.C. an early adopter of the new national Afterschool Meal Program and growing the program to reach 9,000 children each day. Every eligible D.C. public school and a growing number of community-based organizations have become providers of afterschool suppers for children.

- Helping growing numbers of District residents access the Supplemental Nutrition Assistance Program (SNAP) through outreach, technical assistance, and policy improvements, and working to increase benefit levels. D.C.'s 86 percent SNAP participation rate is well above the national average of 72 percent.
- Embarking on new work to expand access to healthy food by: authoring the report *When Healthy Food is Out of Reach: An Analysis of the Grocery Gap in the District of Columbia*, which spurred the 2010 FEED DC Act; advocating for the Healthy Parks Act and healthy vending legislation; convening the D.C. Farmers' Market Collaborative; and helping to enable markets to accept SNAP.

In its first five years, Maryland Hunger Solutions has made a profound, tangible difference in the lives of hundreds of thousands of Marylanders. Its work has led to substantial increases in participation in Maryland in critical federal nutrition programs, including food stamps/SNAP (known as the Food Supplement Program in Maryland), the School Breakfast Program, the Afterschool Meal Program and the Summer Food Program, as well as significantly greater use of farmers' markets by people at risk of food hardship.

Conclusion: A Call to Action

Beyond Dollars is a celebration of philanthropy's impact, which goes much further than the provision of grants. Philanthropy's wider role – as a convener, a powerful voice, a negotiator, and a leader – has been catalytic in creating BIG change in our region. *Beyond Dollars* is also a call to action. In times of both economic hardship and prosperity, philanthropy must continue to find more ways to achieve enduring social change that benefits large segments of society.

Members of the philanthropic community must be intentional in their use of every facet of the power of philanthropy to promote this change, including:

- Considering how a potential grant may align with broader efforts or new developments. The project or grant may be small, but can have a large impact if well-timed and coordinated with other work.
- Giving voice to the work that you are doing and sharing the successes and failures of your grantmaking. Did you fund a pilot that can be taken to scale? Did you make a mistake that others can now avoid? Are you using the Internet and social media tools to share ideas and build community?
- Working with your colleagues in the funding community, the business community, the nonprofit sector, and government. Philanthropy has the power and responsibility to convene. You can be the catalyst for partnerships that would not otherwise take root, and use your financial position as a vehicle for garnering additional resources.

For more than a century, organized philanthropy has been at the core of big change in this country. Now – with inequality on the rise, with intergenerational poverty as persistent as ever, and amid a shifting economic landscape – philanthropy is being challenged as never before.

If we wish to meet these challenges and be a force for lasting change, we must go beyond dollars.

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2013:

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2009:

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Who We Are

The Washington Regional Association of Grantmakers is a network of funders dedicated to promoting increased, effective, and responsible philanthropy in the Greater Washington region.

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